

ADMINISTRATIVE — INTERNAL USE ONLY

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72/415

7 APR 1972

**MEMORANDUM FOR: Executive Director-Comptroller**

**THROUGH** : Deputy Director for Support S/K 12 APR 1972

**SUBJECT** : Executive Development

1. On 6 January 1972 I sent you a memorandum (Tab A) which summarized the guidelines for an Executive Development Plan as presented by the Civil Service Commission with an indication of where the Agency stands in relation to these guidelines. In that memorandum we stated that although Agency personnel management programs track reasonably well with Commission guidelines, there was still much to do. You more than agreed with the latter statement and in your 14 January 1972 response (Tab B) you provided guidance for the improvement of executive development in the Agency.

2. In your memorandum you also suggested that we focus on the progress report due on 30 April. As a first step towards that end we have, in Tab C, presented our basic views on the subject of executive development within the broader context of employee development. We believe the changes proposed in Tab C, along with a number of training suggestions now under study, provide a basis for an appropriate response to the Government-wide Guidelines for Executive Development in the Federal Service. The following is a summary of salient points raised in the Federal Guidelines and present or proposed Agency arrangements for effecting these guidelines:

a. High-Level Organizational Commitment:

Guideline: Develop overall executive development plan;

Action: Prepare summary statement after approval of attachment and training changes under study.

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Guideline: Announce policy of organizational support;  
Action: Do later, including a digest of prospective actions for implementation.

Guideline: Assign responsibilities for ED to principal assistant, Executive Manpower Resources Board, and Executive Manpower Management Officer; Action: Achieve spirit of proposal for EMRB by having Executive Committee (Deputies Meeting) review executive development and training suggestions and monitor implementation on a regular basis.

b. Development Plans:

Guideline: Establish mechanisms for identifying employees at mid-management level with potential and prepare individual developmental plans for them; Action: In lieu of formal plans, suggest career service use of training and assignment inventories (composites of individual needs).

Guideline: Gear executive development to expected organizational growth and turnover; Action: Use Personnel Movement and Management Program (PMMMP) for this purpose.

c. Mobility Program:

Guideline: Stress mobility in development plans;  
Action: Currently reexamining subject of rotation, as basis for later response.

d. Training Resource Utilisation:

Guideline: Review existing programs of management training in light of individual development plans; Action: Currently examining a number of training suggestions. Emphasize training responsive to individual needs, highlighted in career service training inventories. Propose more intensive and comprehensive training of mid-careerists with high potential in current managerial principles and applications.

Guideline: Develop specific criteria for executive training programs; Action: OTR currently examining various ideas.

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e. Program Evaluation:

Guideline: Evaluate effectiveness of ED program at several levels; e.g., value of developmental experiences for individuals; Action: Consider reporting mechanisms for examining effectiveness of program after decisions reached on additional processes to be used in systematic development of individuals within career services (pursuant to projected needs).

3. If the Agency were to implement an expanded executive development program in substantial conformance with Tab C, I believe a number of the points raised in your memorandum would be resolved:

a. Your hope that we might develop a system of reports from the Director of Personnel (EMMO) concerning ways in which executive development is actually taking place in the Agency (broken down by Directorates) is contemplated in the Career Service Situation Reports provided for in the PMMP system. We need to go through the PMMP exercise again soon. At the same time we could use a supplemental questionnaire that would uniformly elicit certain information from career services about novel approaches and shortfalls relating to identification of high-potential employees, requirements for filling vacancies, and methods of employee development. The data obtained should provide us a fairly comprehensive view of what is going on throughout the Agency, including an overall perspective of executive development in CIA.

b. You expressed a desire to have the Offices or Directorates work up simple articulations of plans to develop future executive management from among available personnel, thereby stirring interest in preparing not merely selecting such personnel. This objective should be obtainable by the use of PMMP and the preparation of training and assignment inventories, without having to formulate elaborate or formalized individual career plans.

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c. I acknowledge your comment about the desirability of improving mobility in the Agency. I wish to defer a reply until I have had a chance to think about it further.

d. Without attempting to judge the elements of a desirable program of external training, I share your view that we need to focus our efforts on internal programs of management training. I strongly believe training is most needed when the responsibility for its application is most evident. I am convinced an increased effort should be made to teach managerial skills and principles to individuals at the time they are earmarked for development and possible movement out of the relatively large group of GS-13 and GS-14 employees into the much narrower GS-15 level.

e. Improving the "contribution training makes to CIA as an institution rather than merely to the individuals who happen to attend the courses" is a basic point in the Guidelines for Executive Development in the Federal Service, as well as in the general literature pertaining to employee development. Improved Agency performance in this regard probably will happen only if the Agency utilizes the suggested processes in the attachment, or something comparable to them, in evaluating the needs of individuals and taking developmental actions to facilitate their improvement.

4. If you agree generally with the "Actions" suggested above, I believe our 30 April 1972 report to the Commission may be sent over my signature to the Bureau of Executive Manpower.

/s/Harry B. Fisher

Harry B. Fisher  
Director of Personnel

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